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# Iowa Legislative Fiscal Bureau

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## Reorganization In Executive Branch Agencies - Departments Of General Services And Personnel

### ISSUE

A review of organizational changes in 2 Executive Branch departments and the effects on State government.

### AFFECTED AGENCIES

Department of General Services (DGS) and the Personnel Division of the Department of Personnel (IDOP), not including the IPERs Division

### CODE AUTHORITY

Chapter 1220, Section 3, 1992 Iowa Acts

### BACKGROUND

In July 1991, the Governor appointed the Committee on Government Spending Reform to examine efficiency in State government. A report was issued in December 1991, recommending efficiencies including a restructuring of State agencies. Components of the restructuring included an increase in the span of control, a reduction of layers of middle management, a simplification of the job classification system, and an implementation of a management incentive program in all Executive Branch agencies. During the 1991 Legislative Interim, the Improving Government Efficiency and Operations Interim Study Committee met. The Committee recommended an increase in span of control and a decrease in layers of management which was adopted during the 1992 Legislative Session, House File 2454 (Chapter 1220, Section 3, 1992 Iowa Acts - see Attachment A). During Summer 1992, the IDOP, along with other Executive Branch agencies, developed the "Blueprint for Organizational Change " (Attachment B). This overall plan provided a method for departments to evaluate management structures including the ability to support customer needs. The 2 agencies used as examples in this *Issue Review* were chosen because both are central service agencies that have similar departmental goals. Both will be making extensive structural changes, with the new structures being dissimilar to each other.

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**CURRENT SITUATION**

**DGS** - The DGS is moving from an organizational structure of 7 divisions to 10 teams (Attachment C). Although the total number of FTE positions in the DGS will not change, flattening the structure will modify the composition of the workforce.

- The number of supervisory personnel has decreased from 59 to 35 (40.7%).
- Average layers of management have been reduced from 3.86 to 2.80 (27.5%). Calculations were made using the formulas and definitions distributed by the IDOP (Attachment D).
- Most of the new teams are subdivisions of former divisions or may be a combination of several sections from various divisions (Attachment E). The former Information Services Division has elements in 4 of the newly created teams.
- Two of the teams have only the team leader as a supervisor. They are the Design and Support Team and the Applications Support Team.

**IDOP** - The management structure of the Personnel Division of the IDOP (formerly the General Division) will change from 13 bureau chiefs and supervisors to a structure with 3 facilitators (Attachments E and F). The IPERs Division is in the process of reorganization.

- The number of supervisory personnel has decreased from 13 to 4, which includes 3 facilitators and the director (69.2%).
- Average layers of management have been reduced from 3 to 2 (33.3%).
- The span of control will be increased in the Personnel Division from 1:6.5 to 1:21.3 (227.7%)

The objective of these 2 agencies was not only to reorganize to achieve the goals set forth in HF 2454 regarding span of control and layers of management, but to offer better service to customers. Both Departments utilized a similar process to determine the departments' customer base, the services offered and then ascertain the most effective organizational structure to provide the services. The processes used by the DGS and the IDOP utilized the Total Quality Management (TQM) approach as well as input from customer agencies. The DGS termed the reorganization steps as the first steps in re-engineering workflow to become more customer oriented. The workflow, according to the IDOP, will be improved and new technologies will be applied allowing the Departments to be more efficient and responsive to customers. Both Departments indicated that organizational changes would have been made without passage of HF 2454, and that the "Blueprint for Organizational Change" (Attachment B) provided the framework for the changes undertaken in the change to customer service orientation. The IDOP indicated that HF 2454 did provide an impetus for expediency.

**CHANGES NEEDED IN STATE GOVERNMENT**

Both departments indicated the following issues resulting from changes in the workforce will need to be addressed by State government:

- Current employee skills and abilities not fitting new assigned tasks. New systems for employee skill assessment, training and retraining, and greater flexibility by both employers and employees is needed, according to the DGS. The IDOP indicated a commitment to investing time and money in the training that will be necessary to provide staff with new

skills needed to be successful in the new organization. These skills include: TQM, problem solving, conflict resolution communications, team work, and team building.

- Cultural or work expectations need to be changed. According to the DGS, in the past, State government's work culture has had an expectation that supervisors were to perform technical functions in addition to supervisory responsibilities. With increased spans of control and responsibilities, supervisors will need to be responsible for coaching employees and to promote the removal of barriers to efficiency, not technical work. The IDOP is in the process of developing new job classifications which allow for technical or skill-based career paths not requiring advancement through a supervisory career path. With its new structure, the IDOP has stated that employees will have more responsibilities for decision making.
- Old systems are not meeting today's needs. According to the DGS, the current performance evaluation system does not meet the feedback requirements of new organizational structures. It is perceived as a negative rather than a positive feedback tool. A new evaluation system needs to be developed to treat employees in a positive manner. It needs to be easy to complete and understand, and identify skill deficits and training needs in an ever changing workplace. The IDOP will be pilot testing such a system in a few departments starting later this summer.

### **BUDGET IMPACT**

**DGS** - Changes will be required for the FY 1995 budget to provide financial tracking for the new team structure (Attachment G). The changes in budget units will result in the DGS requesting different appropriations for FY 1996. The specific changes to be requested are unknown at this time. Currently the DGS General Fund operating budget is divided into 7 appropriation units: Administration, Communications, Information Services, Property Management, Printing/Mail, Terrace Hill Quarters, and Utilities. According to the DGS, initial analysis would indicate that appropriations to each division or 1 appropriation would not be best for the management of the Department. A grouping of divisions performing similar functions may work best for the Department. According to the DGS, such changes will have to be negotiated with each team, the Legislative Fiscal Bureau, the Department of Management, the Governor's Office and the Legislature so effective management can be achieved with appropriate accountability.

**IDOP** - Currently, IDOP's General Fund operating budget is divided into 4 appropriations units: Administration, Field Services, Employment and Training, and Compensation, Benefits and **Worker's Compensation. The new structure has 3 organizational units and a small Director's staff.**

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3 33 **Sec. 3. INITIATIVES FOR EFFICIENCY IN STATE GOVERNMENT --**  
 3 34 **SPAN OF CONTROL AND LAYERS OF MANAGEMENT, JOB CLASSIFICATION**  
 3 35 **SYSTEM, AND TOTAL QUALITY MANAGEMENT.** It is the intent of the  
 4 1 general assembly to restore the confidence of citizens of Iowa  
 4 2 in the value of their investment in state government, to  
 4 3 improve efficiency and productivity of state government, and  
 4 4 to instill in all state employees pride for their work. The  
 4 5 general assembly supports the concept of total quality  
 4 6 management achieved through an incremental long-term process  
 4 7 involving employee teams examining and improving work  
 4 8 procedures, using data-based problem-solving tools to analyze  
 4 9 work systems, and making improvements which enhance service to  
 4 10 the citizens of Iowa. In order to accomplish these goals, the  
 4 11 following initiatives shall be performed:

4 12 1. **SPAN OF CONTROL AND LAYERS OF MANAGEMENT.** The  
 4 13 department of personnel, in consultation with the department  
 4 14 of management, shall, after discussion and collaboration with  
 4 15 executive branch agencies, reduce the layers of management in  
 4 16 executive branch agencies in the aggregate from those existing  
 4 17 on July 1, 1991, by at least 50 percent by July 1, 1994, and  
 4 18 increase the ratio of number of employees per supervisor for  
 4 19 executive branch agencies in the aggregate from those existing  
 4 20 on July 1, 1991, by up to 50 percent by July 1, 1993. The  
 4 21 department shall present an interim report to the general  
 4 22 assembly by April 1, 1993, and a final report by April 1,  
 4 23 1994, regarding the progress of the department in completing  
 4 24 this task and its outcome.

4 25 However, before any reduction in layers of management is  
 4 26 implemented, the department of personnel shall notify the  
 4 27 legislative fiscal committee of the legislative council

program ending June 30, 1988) and if 50.0% of the positions are refilled, there will be an estimated savings of \$2.8 million in FY 1993 and \$5.2 million in FY 1994.

The General Assembly intends to achieve the following goals by the initiatives in this section:

1. Restore the confidence in State government.
2. Improve efficiency and productivity.
3. Instill State employees with a sense of pride in their work.
4. Support the concept of Total Quality Management (TQM).

Requires the Department of Personnel (IDOP) to work with Executive Branch agencies to reduce the aggregate layers of management by at least 50.0% by July 1, 1994, and increase the span of control by up to 50.0% by July 1, 1993.

Requires an interim report to the General Assembly by April 1, 1993 and a final report by April 1, 1994.

Requires an agency to notify the Legislative Fiscal Committee before implementing any reductions in layers of management. The notification shall

4 28 regarding the proposed reduction. The notification shall  
 4 29 include all of the following: a description of the proposed  
 4 30 reduction; a list of the positions and employment  
 4 31 responsibilities to be eliminated or reduced; a list of  
 4 32 activities to be eliminated or reduced; and an estimate of  
 4 33 savings expected to result from the reduction of layers of  
 4 34 management. The legislative fiscal committee shall report to  
 4 35 the legislative council concerning notifications received  
 5 1 pursuant to this paragraph.

5 2 2. JOB CLASSIFICATION SYSTEM. The department of personnel  
 5 3 shall evaluate the state's system of job classification for  
 5 4 state employees in order to ensure the existence of technical  
 5 5 skill-based career paths in state employment which do not  
 5 6 depend on an employee gaining supervisory responsibility to  
 5 7 gain advancement, and which provide incentives for state  
 5 8 employees to broaden their knowledge and skill base. The  
 5 9 department shall include in its review the elimination of  
 5 10 obsolete, duplicative, or unnecessary job classifications.  
 5 11 The department shall present interim reports to the general  
 5 12 assembly by January 15, 1993, and January 15, 1994, regarding  
 5 13 the progress of the department in completing this task and its  
 5 14 outcome.

5 15 3. PRIORITIES IN IMPLEMENTATION. In implementation of  
 5 16 this section, priority shall be given to elimination or  
 5 17 reduction of middle management employee positions. In  
 5 18 addition, prior to the elimination of employee positions other  
 5 19 than middle management positions or positions eliminated due  
 5 20 to early retirement, priority shall be given to elimination or  
 5 21 deferral by executive branch agencies of purchases and out-of-  
 5 22 state travel.

5 23 The department of management shall report quarterly to the  
 5 24 fiscal committee of the legislative council and to the  
 5 25 legislative fiscal bureau regarding out-of-state travel  
 5 26 authorized by executive branch agencies including a listing by

include:

1. A description of the proposed reductions.
2. A list of the positions and responsibilities to be reduced.
3. A list of the activities to be eliminated or reduced.
4. An estimate of the savings due to the reduction in layers.

Requires the IDOP to:

1. Evaluate the State's job classification system and revise it to include technical skill-based career paths that do not require employees to become supervisors to advance.
2. Review job classifications for obsolete, duplicative, or unnecessary job classifications.
3. Report to the General Assembly by January 15, 1993 and January 15, 1994 on the progress towards simplifying the job classification system.

Establishes elimination of middle management positions as the first priority. After middle management positions and early retirement positions are eliminated, departments will reduce expenditures by eliminating or deferring purchases and out-of-state travel.

Requires the DOM to report quarterly to the LFB and the Legislative Fiscal Committee regarding out-of-state travel. The report is to include:

5 27 agency of personnel authorized to travel, and the cost and  
5 28 purpose of the travel authorized.

1. Department of person traveling.
2. Cost of the travel.
3. Purpose of the travel.

5 29 Sec. 4. EFFECTIVE DATES. Sections 1 and 2 of this Act  
5 30 take effect upon enactment.

The early retirement sections of this Act are effective upon enactment.

5 31 HF 2454  
5 32 aa/pk/25

EXHIBIT A - NOV 11 1992

**State of Iowa  
Executive Branch**

**Blueprint for  
Organizational Change**

**December 21, 1992**

# BLUEPRINT FOR ORGANIZATIONAL CHANGE

12/21/92

## GOAL:

To deliver needed services to Iowans within the context of the State's resources. This will be accomplished through the continuous adjustment of organizational structure and size; activities and processes; and human and financial resources based on changes in technology and customer expectations.

## WHY?:

- Customer service demands are changing
- Costs are increasing
- Financial resources are decreasing
- Technology is changing
- Priorities must be set

## PRINCIPLES:

### I. Accountability

- A. The Governor will create an atmosphere that encourages change and will set the tone for effective and efficient service delivery to Iowa's citizens.
- B. Each department director will communicate to the employees of the department his or her commitment to achieving the organization's goal.
- C. Each employee will contribute to this goal to the maximum extent possible. To help employees accomplish this goal, they will be empowered to make decisions at the lowest appropriate level.

### II. Service Delivery

- A. State government will be a customer focused organization where service delivery staff meet customer needs through the application of policies, procedures and an organizational structure that supports customer service and satisfaction objectives.
- B. Supervisors will support and coach service delivery staff.
- C. State government services will be driven by the values, needs and priorities of its customers as a whole.
- D. Priority will be given to those services that are intended to serve customers directly.

### **III. Productivity**

- A. The organization will be transformed into a structure where the need for hierarchy is carefully reviewed, teamwork is fostered, and the management system stresses leadership, facilitation, coaching, motivation and employee support.
- B. Staffing will be carefully managed, primarily through attrition and the selective filling of vacancies. Reassignment and retraining opportunities will be offered to staff whose current jobs are no longer necessary. Layoffs are not an intended result.
- C. Employees will be well-trained, fairly compensated and motivated to provide the highest level of service.
- D. Openness to and the use of a variety of ways to streamline processes and services will be sought. Strategies will include ongoing analysis of operations, realignment/consolidation of functions, privatization and application of the latest technology.

### **IV. Teamwork**

- A. Teamwork will be valued and emphasized. Employee communications up, down and across organizational lines will be encouraged.
- B. The application of teamwork principles will be expected to result in a flatter organizational structure, reducing the traditional hierarchy.

### **V. Communication**

- A. All employees will be encouraged to seek out and challenge the traditional ways of providing services in an open, non-threatening environment.
- B. All audiences will be kept informed of the progress and decisions made on organizational changes.

### **FACETS:**

Achieving the Goal will involve several facets. All facets will be overseen by an Executive Steering Committee and will be guided by the tenets of Total Quality Management and Strategic Planning. A coordinator will be appointed to support the efforts of the Executive Steering Committee and to work with the various facet teams at the enterprise level. These facets include (see pgs. 3-6 for details):

#### **I. Services**

- A. Inventory
- B. Surveys
- C. Ranking
- D. Process Study/Improvement--Short Term/Micro

- E. Staffing & Skill Needs
- F. Delivery Systems Decisions
  - 1. Direct
  - 2. Contracted
  - 3. Privatized
- G. Integrated Plan/Futures Agenda Realignment
  
- II. Organization**
  - A. Structure
    - 1. Layers
    - 2. Span of Control
  - B. Programs/Services Co-Location/Shifting/Consolidation
  
- III. Staffing**
  - 1. Managed Staffing
  - 2. Retirement Incentives
  - 3. Job Classification
  - 4. Compensation
  
- IV. Communications**
  - A. Employees
  - B. Unions
  - C. Legislature
  - D. General Public
  - E. Constituent Groups
  
- V. Training**
  - A. Executive Leadership
  - B. Customer Service/Satisfaction--Service Delivery Attitudes
  - C. Change: Managing/Adapting/Paradigms
  - D. Team Building Skills
  - E. Team Work Behaviors
  - F. Continuous Search for Improvement/Excellence
  - G. Train/Retrain for New/Upgraded Skills
  
- VI. Innovations**
  - A. Automation/Technology
  - B. Process Study/Improvement--Long Term/Macro

**FACETS DETAILS:**

- I. Services**
  - A. Inventory -- Each department will develop an inventory of the services it delivers, to whom they are delivered and the cost of delivery. This inventory will take into account services delivered to internal as well as external customers.

- B. Surveys & Analysis -- The services/customers inventory will form the basis of a customer survey to be conducted by each department. Customers will be asked to rank services by importance, i.e., do they need the service and, if so, where does it rank in importance compared to other services that they want.
- C. Priority Ranking -- Survey data will be analyzed to determine overall need for and importance of services. Since most departments have various/competing customers, a method to weight the survey findings will need to be developed. Once done, departments can rank their various services.
- D. Process Study/Improvements -- Short Term/Macro -- Each service delivery process will be studied for simplification, redundancy, necessity, etc. Thinking at this level must be free of traditional methods and values, and must include staff at all levels to get the broadest perspective.
- E. Staffing & Skill Needs -- Assuming the implementation of process improvements, departments will calculate staffing needs by number and classification, taking into account program/service priorities following survey analysis. This will be matched with current staffing and skills inventory to determine the staff and skills deficit/surplus for use later in making retraining plans.
- F. Delivery Systems Decisions -- Having determined what services are needed by what customers and what the costs of delivering those services would be following short term delivery system improvements, each department will determine if direct delivery is most cost effective, or if contracted or privatized delivery would render the desired service delivery outcome at a lower cost. Proposals to alter delivery system modes will be drafted and submitted to the Governor thru the Executive Committee.
- G. Departments will follow up with modifications to their strategic plans and futures agenda to reflect changes in goals, objectives, etc.

## II. Organization

- A. Structure -- Each department will illustrate its organization structure as of 07/01/91 and 01/01/93. From that, the layers of management and overall span of control at each date will be calculated. Charts will be updated and due to the Department of Personnel on 02/01/93, and will form the basis of IDOP's progress report to the Legislature on 04/01/93. An IDOP Personnel Specialist will be assigned to each department to consult and assist in developing strategies to address spans and layers goals.

- B. With the assistance of an IDOP Personnel Specialist, each department will begin to explore organizational modifications and job classifications that will best accomplish the goals of service delivery effectiveness. Such explorations may include co-location, shifting programs and staff to other departments or entities, and intra or inter department programs/services consolidation. Of necessity, such explorations will require extensive team efforts across department lines, where examination of many alternatives is routine.

### III. Staffing

1. Managed Staffing -- A target staffing level will be set for each department to be achieved by 06/30/93. The review of vacancies to be filled (P-5) will cease on 02/1/93.
2. Retirement Incentives -- In February, 1993, we will analyze the effects of the 1992 early retirement incentive program. Afterward, we will begin to look at whether or not additional retirement incentives would be compatible with the organization's goals.
3. Job Classification -- The Department of Personnel, together with other departments, will study the job classification system for improvements including non-supervisory career tracks that parallel the supervisory tracks, consolidation and simplification of the classes and class series to spur interdepartmental utilization of talent, and elimination of some of the levels within series to facilitate upward movement for incumbents. Interim Report due 01/15/93. Final Report due 01/15/94.
4. Compensation -- As we move forward with organizational and individual job changes, we must be certain that the teams and individuals that are contributing to the goal are properly recognized, financially and otherwise. The Department of Personnel, together with other departments, will study the compensation system including merit increases, length of pay ranges, incentive rewards, group rewards, pay grade assignments, non-monetary compensation and the performance evaluation system.

- ### IV. Communications
- It is critical that we keep staff and others informed of the progress toward our organization's goal. The more that people know about what is happening and what is planned to happen, the more comfortable they will be with the process and the more willing they will be to accept/participate. To do this, a team made up of communications specialists and others from various departments will be asked to use input from the other "Facet Teams" and produce periodic information pieces targeted at the various audiences that have been identified, e.g., employees, unions, legislature, general public, constituent groups.

Initially, a video will be produced featuring Gretchen Tegeler on the budget and Linda Hanson on downsizing and HF2454. Tape to be copied and distributed to departments.

## V. Training

- A. Organization Culture Change. Achieving our organizational goal will require an unprecedented commitment to staff development and training. The concepts and principles that underlie our efforts to transform Iowa State Government are based on teamwork, leadership, customer service, change, the value of workplace diversity and continuous improvement. To accomplish this, the State's management training system staff and representatives from other departments will begin to organize the delivery of courses to meet these needs, working directly with departments to plan for the orderly and timely movement of staff through all relevant courses.
- B. Skills Retraining. Also, in order to be able to effectively utilize those current staff whose jobs will not be needed in the new organization, we must fully support the development of job skills retaining for those who wish to participate. To accomplish this, a skills training group will be formed to work with the Innovations Facet Team and representatives from departments to determine likely future skills, analyze current skills inventory, and determine the best methods and training delivery systems to close the skills gap.

As necessary, the training facet team will also help departments locate resources that can assist with process improvement technologies, analysis of structural and process alternatives, etc.

- VI. **Innovations** -- Efforts are underway all over State government to adapt new technology to how we do our business, and develop new automated systems to make doing our business faster and better. A team will be formed to begin looking at how these efforts are best integrated, to be certain that they are compatible and contributing to the goal, and to coordinate and mesh the State's strategic automation plan with this plan.

Another group will be formed to follow up on the short term efforts of the various departments in the areas of co-location, service shifting, program consolidations, etc. The purpose of this group will be to think about the long term possibilities for meshing service delivery goals with automation technology in the most effective ways to take government to the people.

### STEPS:

- I. **Executive Steering Committee**
  - A. Appoint a Coordinator.
  - B. Appoint Chairs for Facet Teams.
  - C. Appoint members for each Team.
  - D. Conduct orientation for Teams.
  - E. Teams develop timelines and plans for outcomes.
  - F. Team Chairs meet with Coordinator ongoing.
  - G. Ongoing evaluation by Executive Committee and reporting to Governor quarterly.

## **II. Department Directors**

- A. Establish teams to address Facets I-VI internally and to coordinate with Overall Facet Teams. There will be an ongoing communication and working relationship between the Facet Teams at the enterprise level and their counterpart teams in each department. This, together with the IDOP Personnel Specialist assigned to consult with each department (see III A. below), will create a dialogue and support condition that will facilitate departments' planning for and implementation of the organization's goal.
- B. Develop a baseline organization chart (as of 07-1-91), and calculate span of control and layers of management.
- C. Develop current organization chart (as of 01/01/93), and calculate span of control and layers of management.
- D. Report monthly on accomplishments by facet to relevant Team Chair starting.

## **III. Personnel Department**

- A. Assign Personnel Specialists to departments to consult and work ongoing with internal facet teams. These staff will be available for technical assistance and consultation on such things as analyzing organizational and classification alternatives, studying process improvements and determining the various ways in which reporting relationships might be rearranged in order to make progress toward the spans and layers goals.
- B. IDOP report to legislature on classification system study by 01/15/93.
- C. IDOP report on spans and layers to legislature by 04/01/93.

PRINCIPLES  
STEERING/OVERSIGHT  
ASSESSMENT/REPORTING

STRATEGIC PLAN  
MISSION/VISION

SERVICES

- Inventory
- Survey customers
- Prioritize
- Resolve fragmentation, redundancy, misalignment (short term)

PROCESSES

- Pursue optimum delivery methods
- Seek continuous improvement/reduce variance

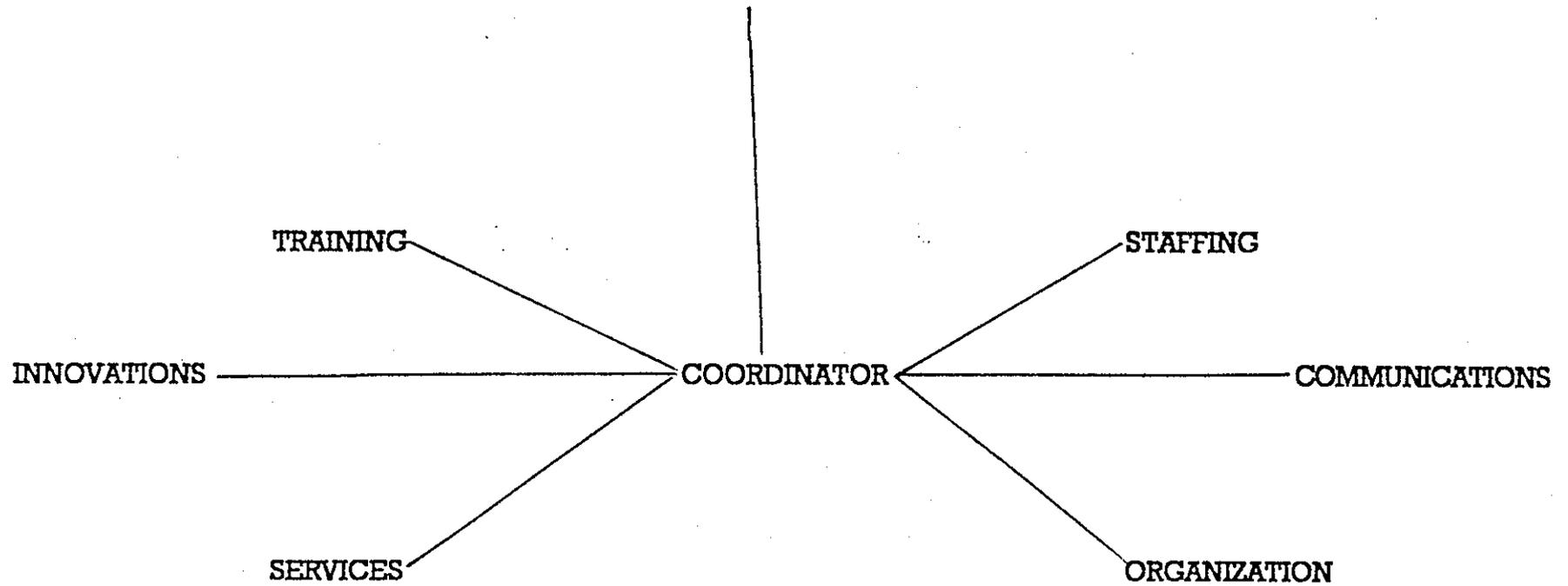
ORGANIZATION

- Increase spans
- Reduce layers
- Program/Services Shifting (long term)

TQM  
TRAINING  
STAFFING  
INNOVATIONS  
TECHNOLOGY  
COMMUNICATION



**EXECUTIVE STEERING COMMITTEE**

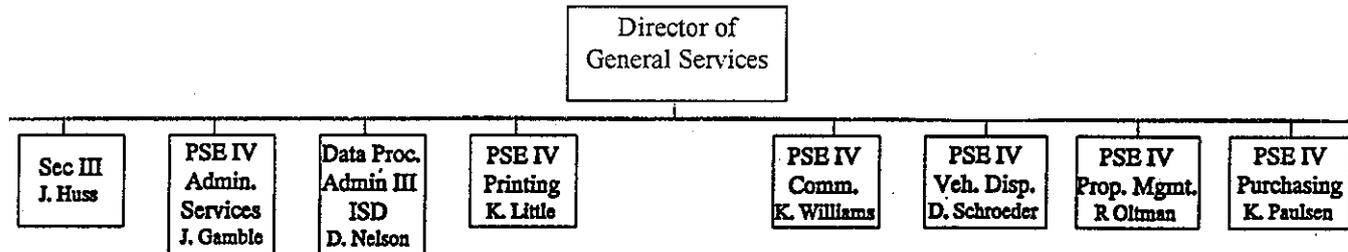


**OVERALL FACETS STRUCTURE**

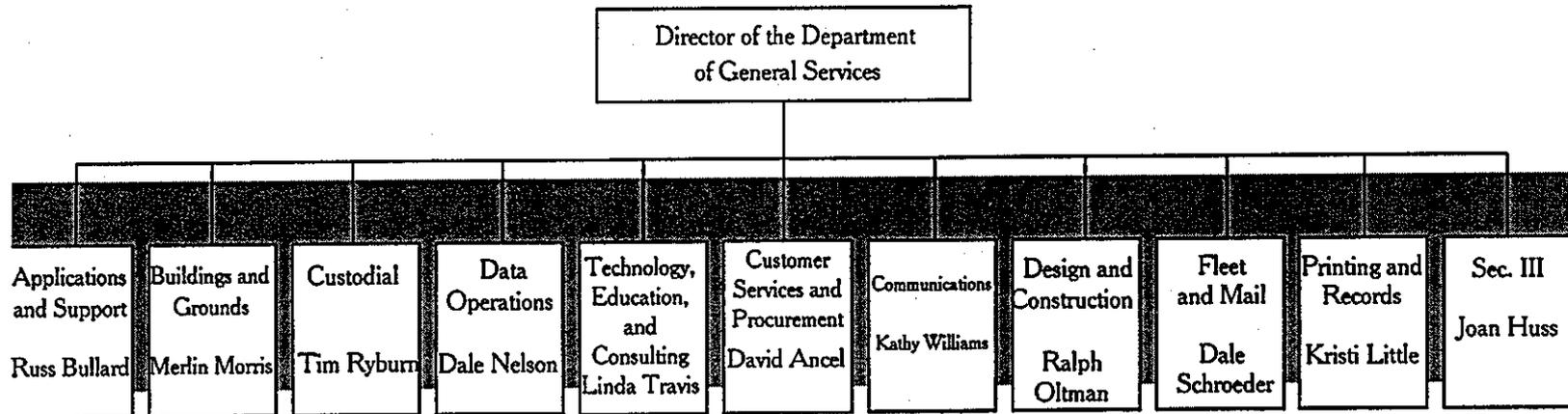
12/21/92

# Department of General Services Organization

August 1993



June 1994



## Definitions and Formulas Used by the Department of Personnel

### *In Calculating Layers of Management and Span of Control*

The information included in this review was collected by the IDOP and is based on data submitted by the departments to the IDOP. Definitions given to agencies by the IDOP are to be used when analyzing departments' organizational structure.

- Supervisor - An employee who has the authority to direct the work of permanent full-time and permanent part-time employees. Duties include the authority to do, or to effectively recommend, the following:
  - ◆ Hire and reassign.
  - ◆ Discipline (discharge, suspension, and salary reduction).
  - ◆ Reward (grant salary increases, promotions, and leave).
  - ◆ Assign/reassign duties, call back employees, and approve overtime.
  - ◆ Resolve/settle grievances.
  - ◆ Evaluate performance and take appropriate action.
- Layers of Management - A single or group of supervisory employees on the same horizontal plane in a vertical organization. Layers of management were calculated using the following method:
  - ◆ Consider the individual divisions of the department.
  - ◆ Count the number of layers in the longest vertical chain in each division.
  - ◆ Do not count the last layer (non-supervisory).
  - ◆ Include the department director as the first layer in each division count.
  - ◆ Sum the division counts.
  - ◆ Divide that sum by the number of divisions in the department.
  - ◆ The result is the average number of layers of management for the department.
- Span of Control - The number of employees reporting directly to a position having supervisory authority as defined above. Span of control was calculated by using the following formula:

$$\frac{N + (S - 1)}{S}$$

N = number of non-supervisory employees (full-time and part-time).

S = number of supervisory employees.

**Iowa Department of General Services  
Quality Government Reorganization  
FY 1995 Accounting and Personnel Changes, By Team**

**Customer Service and Administration Team**

Dept	Appn/ Fund	FY 94 Org #	FY 94 Organization Name	FY 95 Dept.- Appn/Fund- Org #	FY 95 Organization Name	Budget Org Level
337	C21			337-C21-1100	<i>Customer Service &amp; Administration</i>	1
		1110	GS Accounting & Budgets	337-C21-1110	<i>Administrative Support</i>	2
		1120	GS Special Billing			
		1130	GS Personnel/ Payroll			
		1160	GS Director	337-C21-1160	GS Director	2
				337-C21-1170	Customer Service Center	
338	665	1500	<i>GS Vehicle Dispatch - Self Insurance</i>	337-665-1500	<i>Self Insurance/Risk Management</i>	1
337	660			337-660-3200	<i>Purchasing and Stores</i>	1
		3200	GS Purchasing and Stores	337-660-3220	<i>Purchasing</i>	2
		3210	GS Purchasing - Material Management	337-660-3210	<i>Central Supply</i>	2
	661	5000	GS - Materials Management - Federal Surplus	337-661-5000	<i>Federal Surplus</i>	1
337	C27	0100	Capitol Planning	337-C27-0100	<i>Capitol Planning</i>	1

**Custodial Team**

337	C34	1661	GS Property Management	337-C34-1661	<i>Custodial Team</i>	1
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**Printing and Records Team**

337	C35			337-C35-1700	<i>GS Printing</i>	1
		1711	GS Printing - General Office	337-C35-1711	<i>Printing - General Office</i>	2
		1731	GS Printing - Records Management	337-C35-1731	<i>Records Management</i>	2
		1741	GS Printing - Micrographics	337-C35-1741	<i>Micrographics</i>	2
339	666 (C30)	1000	GS Centralized Printing	339-666-1000	<i>Centralized Printing</i>	1

**Iowa Department of General Services  
Quality Government Reorganization  
FY 1995 Accounting and Personnel Changes, By Team**

**Fleet Mail and Delivery Team**

Dept	Appn/ Fund	FY 94 Org #	FY 94 Organization Name	FY 95 Dept.- Appn/Fund- Org #	FY 95 Organization Name	Budget Org Level
337	C35	1721	GS Printing Mail Unit	337-C35-1721	Mail Unit	1
338	662 (C29)	1100	GS Vehicle Dispatcher Administration	338-662-1100	Vehicle Dispatch	1
		1200	GS Vehicle Dispatcher Garage	338-662-1100	Vehicle Dispatch	1

**Design and Construction Team**

337	C34	1611	GS -Property Management Administration	337-C34-1611	Design and Construction Team	1
		1621	Property Management Architects/Engineers	337-C34-1611	Design and Construction Team	1
		1631	Property Mgt. - Space Planning/Graphics	337-C34-1611	Design and Construction Team	1
337	C22	0010	GS - Info Serv Div Fac Mgt	337-C34-1611	Design and Construction	1

**Building and Grounds Team**

337	C34	1641	GS Property Mgt. - Mechanical Control	337-C34-1641	Buildings and Grounds Team	1
		1651	GS Property Mgt. - Construction/Grounds	337-C34-1641	Buildings and Grounds Team	1
337	C34	1691	DGS PMD Service Requests	337-C34-1691	B & G Service Requests	1

**Applications and Support Team**

337	C22	0020	GS - Info Systems and Programming	337-C22-0020	Applications and Support Team	1
		0022	GS - Info Serv Div Team 2	337-C22-0020	Applications and Support	2
		0026	GS - Info Serv Div Team 3	337-C22-0020	Applications and Support	2
		0030	GS _ Info Serv Div Team 4	337-C22-0020	Applications and Support	2
		0060	Voter Registration	337-C22-0060	Voter Registration	2

**Iowa Department of General Services  
Quality Government Reorganization  
FY 1995 Accounting and Personnel Changes, By Team**

**Data/Voice Communications Team**

Dept	Appn/ Fund	FY 94 Org #	FY 94 Organization Name	FY 95 Dept.- Appn/Fund- Org #	FY 95 Organization Name	Budget Org Level
337	C31			337-C31-1300	<i>Data /Voice Communications Team</i>	1
		1311	GS Communications Admin	337-C31-1311		
		1321	GS Communications - Telephone	337-C31-1321	<i>Communications Applications</i>	2
		1331	GS Communications Engineering	337-C31-1331	<i>Hardware Support</i>	2
		1341	Gs Communications - Network	337-C31-1341		
337	655	4600	ITN	337-655-4600	ITN	1
337	656	4100	GS - Telephone Revolving Fund	337-656-4100	Telephone Revolving Fund	1
337	C22	0030	GS Info Serv Div Data Comm	337-C22-0030	<i>Network Application Systems</i>	1

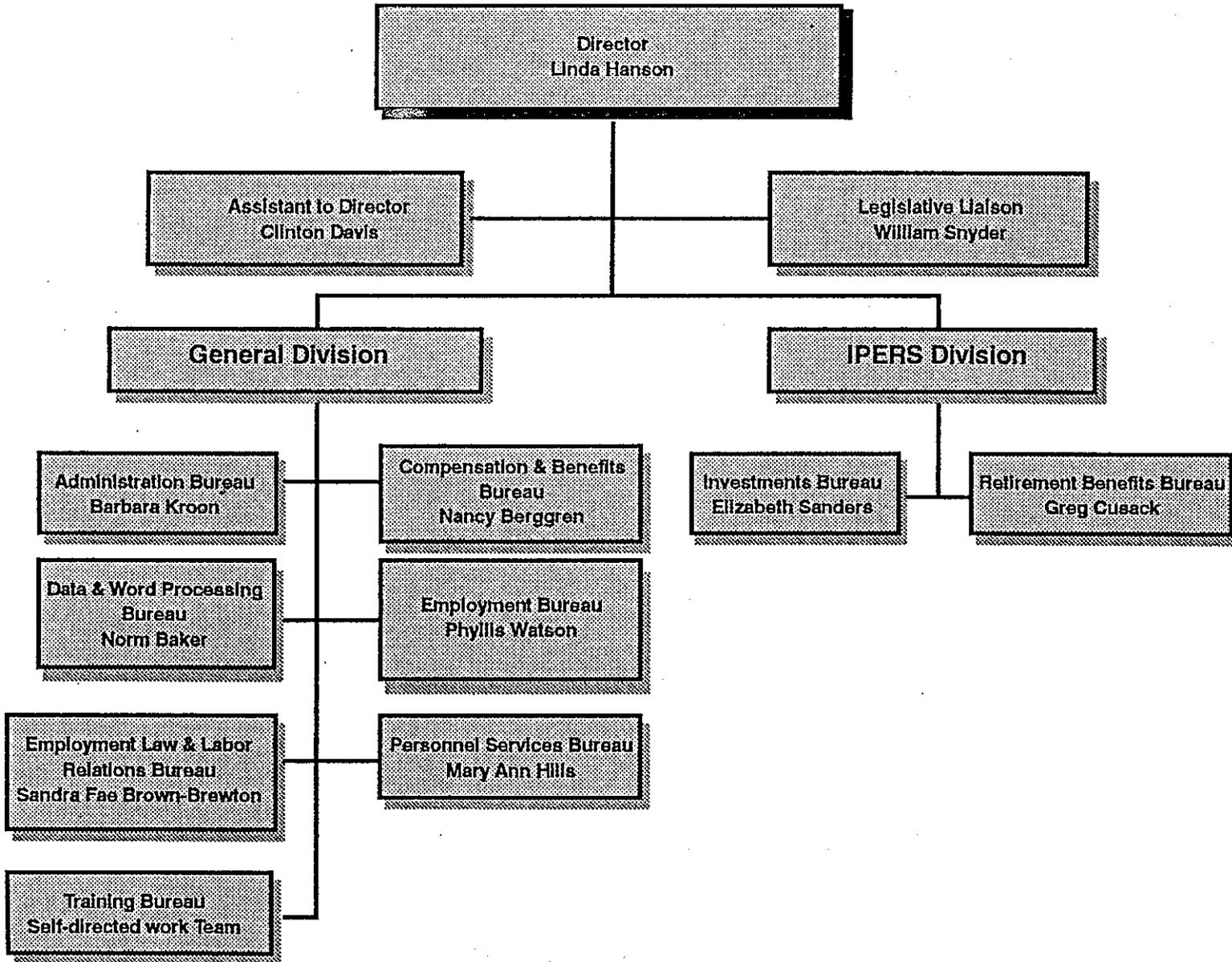
**Data Operations Team**

				337-C22-0000	<i>Data operations Team</i>	1
337	C22	0010	GS Info Serv Div Admin	337-C22-0010	<i>Administration</i>	2
		0040	GS Info Serv Div Operations	337-C22-0040	<i>Operations</i>	2
		0042	GS Info Serv Data Entry	337-C22-0042	<i>Data Entry</i>	2
		0043	GS Info Serv Data Control	337-C22-0043	<i>Data Control</i>	2
		0045	GS info Serv Div Software Support	337-C22-0045	<i>Software Support</i>	2

**Technology, Education and Consultation Team**

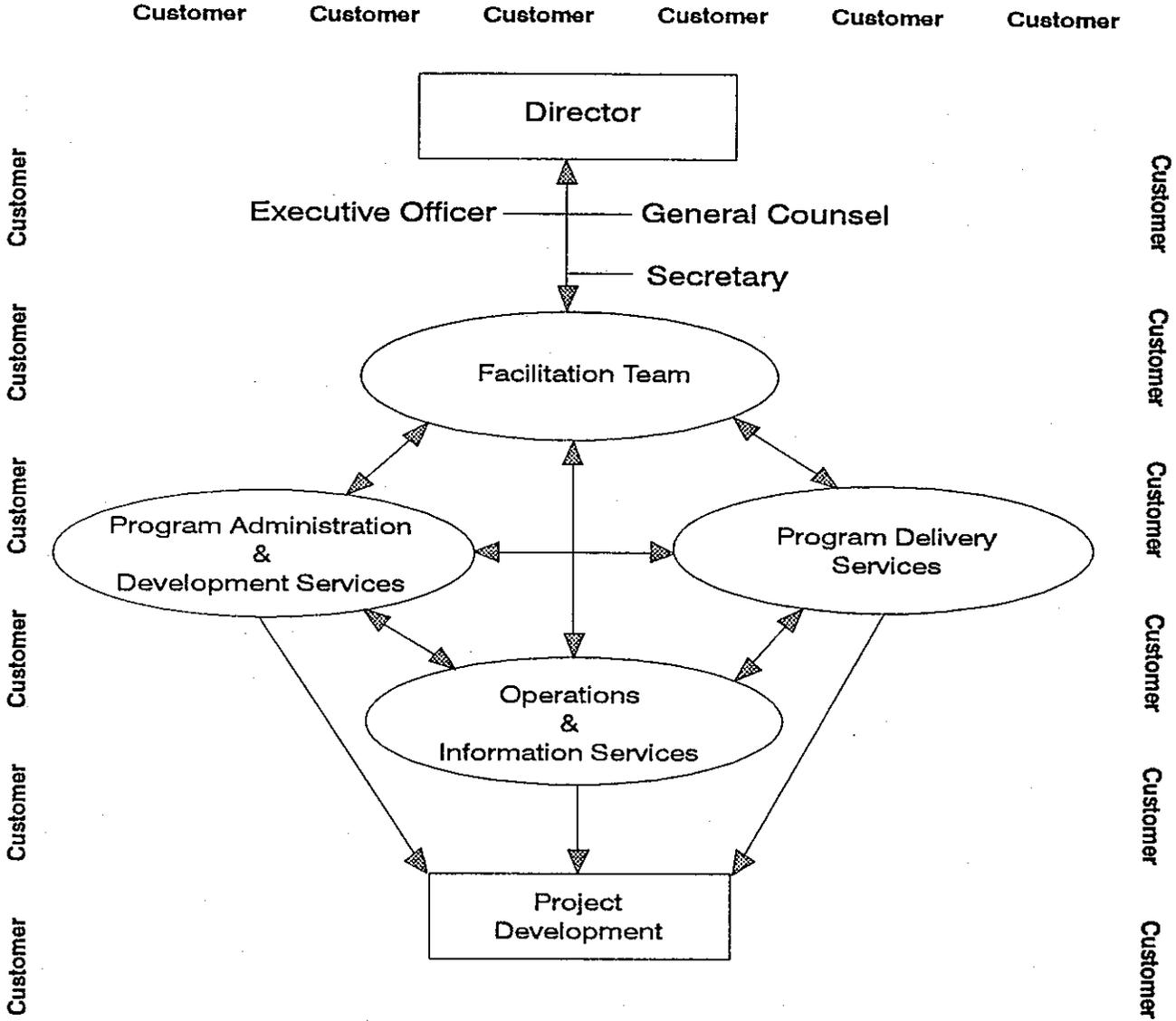
337	C22	0033		337-C22-6000	<i>Technology, Education &amp; Consultation</i>	1
337	C22	0035		337-C22-6000	<i>Technology, Education &amp; Consultation</i>	1
337	C22	0050		337-C22-6000	<i>Technology Education &amp; Consultation</i>	1

# Organizational Chart



# Iowa Department of Personnel Personnel Division

ATTACHMENT G  
April 26, 1994  
Revised 6/16/94



Planning/Communications/Training/Decision Making/Continuous Improvement & Innovation

**Program Administration & Development Services**

- Applications/Testing/Referrals
- Benefits
  - Insurance
  - Deferred Compensation
  - Pre-Tax
  - Leaves
- Job Classification/Compensation
- Recruitment/Selection
  - EEO/AA/ADA
  - Chapter 19B Investigations
  - Exam Validation Studies
- Safety/Workers' Compensation

**Program Delivery Services**

- Human Resource Management Consultation
- Performance Appraisal System/IEAP/Wellness
- Employment
- Safety/Workers' Compensation
- Training
- Job Classification/Compensation
- Labor Relations
- Training

**Operations & Information Services**

- Budgeting/Accounting
- Data/Voice Communications
- Facilities Management
- HRIS
- Information Specialist/ Legislative Liaison
- Office Services
- One Gift
- Personnel/Payroll
- Purchasing
- Word Processing/Graphics
- Data Processing